

AGENCIES

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CARAT

CLIENT

Bank of Ireland 

AWARD

CORPORATE, FINANCE & SERVICES
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COMPANY PROFILE

We are **Cawley Nea\TBWA – The Disruption® Company**.

Founded in 1992 and part of the TBWA network since 2002, we are at the forefront of disruptive communications in the Irish market.

Disruption is part of our DNA and it's a pulsating way of thinking and more importantly it's a way of doing the unexpected. It's an abhorrence of the wallpaper and the normal. And forces us to work harder and go further for our clients than any other agency.

It's the tool that gives us, as an agency, our unique difference. This difference is the ability to look at our clients business and find the disruptive white space for them, the white space that will provides growth for their business.

Disruption as a process gives the agency and its thinking sufficient rigour to dump the tired clichés of the past and rather create something of note. In fact, we insist on defying conventions and surpassing the status quo in order to drive change.

And Disruption works. Clients such as Electric Ireland, McDonald's, Bank of Ireland, Dunnes Stores, AIG, BMW& Mini have benefitted from disruption. In partnership with our clients, we've created some of the most seminal moments in Irish advertising history with some landmark thinking and disruptive advertising campaigns.

But now it's not just ads. Disruption now inspires how we create, distribute and publish content on behalf of all our brands. It's helping to reshape our business into a more agile and responsive entity. In fact, it's why we're no longer called an advertising agency but the Disruption® Company because advertising is part of what we do but not everything that we do.

INTRODUCTION & BACKGROUND

In December 2013 Ireland became the first Eurozone country to successfully exit an EU / IMF support programme. After three years, public finances had met fiscal targets set by the 'troika' who had taken control of the economy. The general government deficit fell under target and would continue to do so in 2014 & 2015.

A pivotal part of this recovery was the input of the banks. Bailed out by taxpayers, several Irish banks owed the country a fortune. Bank of Ireland was the first to repay Irish taxpayers' investment, returning c.€6billion to the State versus original investments of €4.8 billion.

Recovery was evident in the improvement in the labour market where numbers employed increased and unemployment fell sharply during the year from 14% to 12.1%^[1]. Residential property prices rose 6.4% in 2013, the first increase since 2007. And for the first time since 2007 domestic demand contributed to economic growth.

This recovery was one which was hard won by the people of Ireland. Hard won through successive years of 'austerity' budgets, featuring spending cuts on public services and social welfare supports, and increased taxes. Irish people were not necessarily feeling any recovery.

People carried a sense of outrage towards those associated with the recession in the first place. And high on this list were banks and bankers (outranked only by government itself). Banks were considered instrumental in the creation of an overheated economy through unfettered lending practices, in particular into property. Further, banks had themselves created a debt significant enough to affect successive generations through the bail out facilitated by their partners in the public enemy listings – government.

INTRODUCTION & BACKGROUND

These were the competing dynamics into which this campaign for Bank of Ireland was launched. On the one hand, an economy prime for a newly-recovered bank to build business, in particular through mortgage lending. Mortgages are highly profitable for banks and in 2013 there was significant pent up demand in the market. On the other hand, the brand was starting from a position of hugely negative associations and record levels of mistrust.

An intriguing time in which to launch.

[1] CSO Seasonally Adjusted Standardised Unemployment Rates

MARKETING OBJECTIVES

Residential mortgages are central to Bank of Ireland's profitability. Hence ambitions for this mortgages campaign were concentric with ambitions for the Bank itself. And a key part of this were loans to customers; residential mortgages accounted for over half of all loans to customers in 2014 & 2015.

The campaign's business objective was to maintain strong market share, in a rapidly growing market. Pent-up demand, economic recovery and historically low interest rates were portents of significant growth in the market in 2014. Trouble was, no one could with any confidence ascertain how much. Approvals had grown 15% YOY between 2012 and 2013^[1], and indicators were that this would increase.

The business objective set for mortgages was to achieve €2Bn of lending into the new mortgage market. This would mean retaining a commanding share of a market which was split between two major players which we forecast likely to mean AIB and Bank of Ireland, at c.33% each, and a number of smaller players sharing the remaining c.33%.

This campaign was set to run from early 2014 through to mid-year 2015 targeting drawdowns to occur between June 2014 and December 2015. The lengthy timeframe reflects the time lag between application and drawdown – which was taking up to six months. So communications launched in January would yield results around June.

The property market was facing a shortfall in stock as homebuilding rates had plummeted by 91% since their peak in 2006.^[2] As demand surged, the sales closure process was slow. Buyers responded to this situation by seeking approvals from multiple providers, to be ready when they did find a property. This decreased the rate of conversions from application to drawdown.

The commonly held application to drawdown rate, across the market, was approximately 3:1.

MARKETING OBJECTIVES

So while the overarching business objective was to write €2Bn of business, in order to allow for conversion rates, an initial target in terms of applications was required. So the figure of 11,000 drawdowns was identified for the campaign period. Applying a ratio of 3 applications to every 1 drawdown, **the marketing objectives** for this campaign were to generate on average 1,833 applications/month, in order to achieve the targeted share of drawdowns.

We knew our target customer was highly connected, so Bank of Ireland's website would perform a pivotal role in conversions and all leads were to be directed to it.

The objective for communications was to achieve top level consideration for Bank of Ireland as a mortgage provider for its target consumers. A secondary objective was to support customers within the mortgage pipeline.

The core role for communications was to raise awareness of, and interest in Bank of Ireland's mortgage offering.

Bottom line, this was a lead generation campaign, the success of which would be measured in terms of website visits and conversions.

[1] *Banking & Payments Federation Ireland (BPFI) Mortgage Approvals 2012 15,448, Approvals 2013 17,786 or, an increase of 15%*

[2] *'Housing in Ireland; from Crisis to Crisis' report, National Institute for Spatial and Regional Analysis, Maynooth University, 2012. Housing completions had fallen from a peak of 93,000 in 2006, to 8,301 in 2013.*

THE TASK

This was an intriguing time in which to launch a new mortgages campaign.

We have mentioned negative perceptions around banks in Ireland in 2013. The global banking collapse in 2008 was catastrophic. Irish people's trust levels were hugely impacted by issues related to improper practise, as well as a costly bail-out. Edelman's Trust Barometer of 2013 lists Irish people's trust levels in Banking sector at 11%, lower than previous years, the lowest of all 18 countries covered, and ¼ the global average. The sector, as described by Edelman, was facing a critical challenge^[1].

Bank of Ireland was understandably cautious, and mindful of this and underlined the need to tread carefully in communications. Carefully – but stealthily in order to achieve ambitions.

While the objective had been to retain market share, two key dimensions made this challenging. The first is that the market was growing, rapidly, as consumers felt sufficiently confident to borrow.

Mortgage activity had all but ceased through the recession amid regulatory and business restructuring. House completion rates dropped dramatically as credit for developers dried up, and planning permission rates fell. However the population continued to grow, and with it demand.

The second challenge lay in competitive activity. 2013 saw interest rates at historically low levels^[2] and an upsurge in demand appeared late that year. With it came a sudden increase in advertising activity, as key players returned to market chasing new business. Mortgage adspend increased between 2013 and 2014 by a significant +127% to €7,782,181, translating into an 8 fold increase in spend over 4 years, by end 2015^[3].

The agency and brand teams faced a need to communicate effectively to meet demand growing at an exponential but unknowable rate. Communications needed to be crafted with extreme sensitivity, for a consumer who was demanding but also highly cynical regarding the sector, category and brand. And communications needed to work extremely hard in a hugely competitive market.

THE TASK

This was a communications task with complexity and opportunity in equal proportions.

[1] *Edelman Trust Barometer 2013*

[2] *2013 rate of 4.38%, based on average rates of 'representative building societies' lowest level since 2005, from the Central Bank via the CSO*

[3] *Nielsen Adspend 2012 - 2015*

THE STRATEGY

The objectives for the creative campaign were to increase consideration for Bank of Ireland as a mortgage provider, by driving awareness of the Bank's offer.

This could only be achieved by securing strong 'mental availability'^[1], or a presence in consumers' brand repertoire. And to do this, in the context of the challenges outlined previously, consideration needed to be given to the brand's very positioning.

Building on what was understood to be the conventions of the category, where consumer trust was at a nadir and banks had been vilified in popular press and imagination, the strategic focus had to be on finding a common shared truth or space between consumer values and those of the brand.

Qualitative research conducted in spring of 2014^[2] illustrated how consumers and media were displaying a greater interest in how the banks were actually doing, with a vested interest in seeing these organisations which had been a burden to cease being such. It was time, research among consumers and staff revealed, to support the economy. Key to achieving this was the ability to construct real, lifelong relationships.

Like any relationship, that between the brand and its audience needed to be based on shared values. These were further identified in research as being: Irish, positive, loyal, accessible, helpful, friendly, personable, and honest. Any repositioning of the brand needed to reflect these values, which were common to brand and its consumers.

Bank of Ireland was in a slightly better position than other bank brands in its successful repayment of its loan from the State, and in the fact that, unlike its chief competitor, it had only required partial funding. Old values relating to financial prudence had held true for the brand, and they inspired the new thinking.

THE STRATEGY

Examining communications conventions in mortgages exposed a particular commonality. There appeared to be a scramble among key players to redefine modern banking, post-recession as being for 'you' the consumer. This pointed to a potential disruptive space for The Bank of Ireland.

Our solution in the simplest of terms was to position the Bank of Ireland as The Bank for Ireland. This was the bank Ireland needed, had been waiting for. And we could prove it.

As the only Irish bank with its house in order, Bank of Ireland could legitimately position itself as being focused on relationship-based banking. This offered the team the strategic guide rail for all ensuing communications; positioning the brand's integrity, understanding and core values above as reasons for its consideration above others. The brand benefit was expressed as human banking. The role identified for the brand in the lives of its consumers was to be the bank 'we've all been waiting for'.

Our brand behaviour, in terms of the mortgage campaign would be led by the need to demystify the mortgage process, and to be present to offer a human-led support system. The key target were first time buyers and movers in the market, who we will go on to illustrate, were cautious but willing to work directly with the bank through the process.

[1] 'How Brands Grow', Professor Byron Sharp, Oxford press 2010

[2] Cawley NeaTBWA qualitative research project: Banks & Banking March 2014

THE IDEA AND COMMUNICATIONS ACTIVITY

It was immediately evident that this campaign needed to appeal to the emotions. By demonstrating an understanding of the emotions involved in buying a home, in today's world, the Bank could start to convince customers of its differentiated offering. An emotional appeal, it is widely acknowledged, is far more effective means of overcoming cynicism by circumventing the audience's desire to filter out, or counter argue the offer. This 'System II' thinking holds that by engaging the audience at sometimes low levels of involvement, emotionally charged messaging has the power to provoke attitudinal change, and behavioural change^[1].

The positioning of a Bank for Ireland, provided strategic guiderails for the creative strategy. But just that - guiderails. Like all brands in a rapidly evolving, competitive market, the brand team needed to be agile, and respond to shifts in that market. Hence the focus initially was to develop an idea which was true to the positioning of the brand, its values and its role in consumers lives accurately.

But in such a market in flux, under particular scrutiny from consumer and media, it would be unwise to lock down on one idea, to deliver from one year to the next. It was pivotal the campaign be capable of evolving in response to opportunities the feedback loop of response and behavioural data would offer.

The creative approach for mortgages needed to be built around the vision of a bank for Ireland, and to offer proof points which demonstrated why this was so. Further it needed to represent its shared values in particular around understanding needs, and supporting them.

Bank of Ireland had developed the brand signature, For Small Steps, for Big Steps, for Life, some time previously. Within this lay the seeds of an idea. The mortgages campaign would illustrate the smaller, human moments involved in what is in fact a really significant life event. Finding the right home, the catalysts for doing so, and the emotions that accompany this process are involving processes, and the bank that understands and supports consumers through this, is truly a human bank.

[1] Heath, Brand, Nairn (2006) and Binet & Field (2007) analysis of 880 IP Submissions



THE IDEA AND COMMUNICATIONS ACTIVITY

The first creative stage in the mortgages campaign was referred to as 'The One'. People frequently use the language of romance around encounters involving homes; 'you know when you see it', 'I fell in love with it'. And so it is with another great encounter – that of mother and baby, and, the first flush of romantic love itself. This campaign draws out that parallel and in so doing displays a respectful and profound understanding of the emotions involved in a house hunt. Implicit in this message is the support of the brand, as voiceover in TV reminds 'when you find the one...go for it...'. In line with strategic guidelines, communications offer the proof point, '...with mortgage approval within 24 hours that you can count on...we'll be there when you do.'

The campaign was led with TV depicting exactly the encounters mentioned above, with messages interpreted for outdoor, press, radio, and critically, online.

Late 2014 saw an evolution of the campaign to introduce a new strand to the campaign. Responding to a positive response from consumers to the communication, this new strand delivered a new take on the emotions involved in seeking a mortgage.

Delivered over several instalments this phase of the campaign zoomed in on the motivations behind stepping out to buy your own home. Taking as an insight the fact that most first time buyers in the market, were over 35years of age, this campaign dramatized the 'pent up demand' through humour. Set in a house share scenario, the campaign features 'Rachel and Steve' who are truly the world's most annoying housemate couple and who are the catalysts behind their housemates going to buy a home of their own.

Rachel and Steve and their exasperated housemates presented the human face behind buying your own home, and as the outdoor asked 'Need to move?' – Bank of Ireland being there, ready to help when you do.



THE IDEA AND COMMUNICATIONS ACTIVITY

The campaign translated across media into outdoor, radio, sponsorship stings and online.

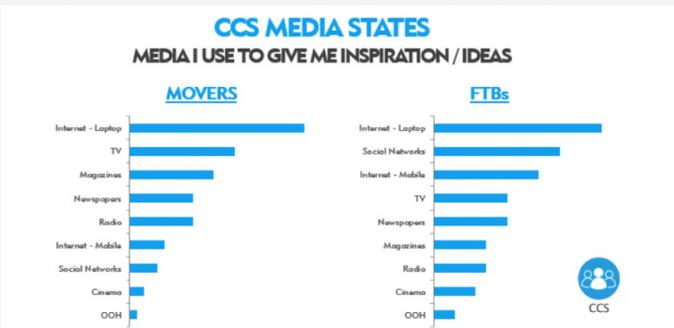
In the campaign's most recent instalment, the world's most annoying housemates pop up again, as the world's most annoying neighbours, this time designed to illustrate the benefits of a 2% cashback offer from the Bank. Just enough to help cope with everyday challenges in a new home – including annoying neighbours.

By demonstrating an understanding of emotions which surround buying a home, from the more humorous practical motivations, to the more profound sense of having found 'the one' in the right home, this campaign provided implicit as well as explicit evidence behind the positioning of a Bank for Ireland. This it did with the level of emotional appeal needed to disrupt category conventions and overcome audience negative perceptions and cynicism.

The next section will illustrate just how that was achieved.

STEP	1	2	3	4	5	6	7	8
NEEDS	Save for or secure deposit	Generic mortgage research	Refining pricing parameters	Active mortgage research	Provider selection	Application	Approval in principle	Approval
INFLUENCES	A savings plan that facilitates saving while simultaneously paying for living expenses	Simple and easy explanations of value and implications of mortgages		• Understand complex range of brand and product options available • Personal eligibility	• Non judgemental and clear help and advice • Help navigating the complexity of options	Help and support in completing the process	Clear understanding of parameters and conditions of next steps	A sense of pride and reassurance that they have made a good choice
INFLUENCES	• Bank manager • Friends & family • Advertising	• Budget calculator • Mortgage comparison • Product / rate comparison • Broker • Bank manager • Friends & family	• Home search tools and information • Budget calculator • Bank/s	• Broker • Bank Mortgage Manager • Applications process information	• Lender reputation • Estate agent • Friends and family • Online comparison sites • Online blogs and forums	• Bank Mortgage Manager • Online tools • Friends and family		• Friends & family • Lender

OUR CONNECTIONS PLATFORM



THE IDEA AND COMMUNICATIONS ACTIVITY

Use of Channels

We mapped the typical home buying journeys for First Time Buyers (FTB) and Movers to identify the consumer needs, the influences and the role that communications could provide at each step.

We optimised media channels to deliver messaging to connect with and support buyers. Though TGI and Carat's proprietary research study CCS we identified the most valuable consumers;

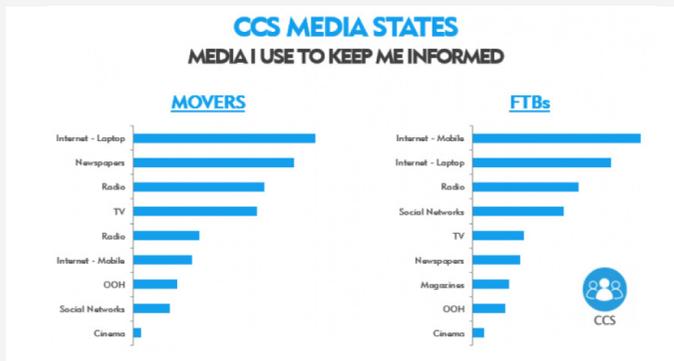
- ▶ Our FTB target audience: 10,400 Households
- ▶ Our Mover target audience: 11,900 Households Our platform was to become a partner not just a lender.

Our behaviour in media was intended to provide utility to home buyers along their journey, to help inform the steps they had ahead of them and reassure them that they were on the correct path. We plotted the role for communications with specific media activity crafted to inspire, support and reassure along the way.

MEDIA TO INSPIRE: Journey steps 1 & 2 (Media Spend: €1.0m (28.6%) ex. events)

We used CCS to determine our channels by identifying the CCS Media States of "Media I use to give me inspiration / ideas"

- ▶ Online and Television are the key channels to inspire
- ▶ Heavy Weight TV and VOL to communicate the cash back proposition
- ▶ Consistent presence in home related TV even outside our bursts
- ▶ Homepage takeovers and up weighted presence on all property portals
- ▶ Contextual placements of advertising and curated content



THE IDEA AND COMMUNICATIONS ACTIVITY

- ▶ Sponsorship of RTE’s Room to Improve and extending this sponsorship with a separate contract negotiated with the presenter Dermot Bannon to write content and speak at events
- ▶ 150 Open House events were hosted. With estate agents briefing on the market, tips on how to negotiate, and speakers informing the application process
- ▶ Utilised all owned media channels; branch posters, eCRM, ATMs and website

MEDIA TO SUPPORT: Journey steps 3-5 (Media Spend: €0.8m (22.9%))

Again we used CCS to determine our channels; CCS Media States of “Media I use to keep me informed” for both FTB’s and Movers

Advertising tenancies developed with Myhome.ie and Daft.ie with incremental SOV boosting up weights when traffic spikes occurred

Utilised the property sites email marketing databases to promote product and events

Developed and distributed a first time buyer’s guide booklet with the Irish Times plus 100,000 copies via branches

FTB guide reproduced as a sponsored placement on irishtimes.com, with additional ongoing content curated from their property section plus columns by Dermot Bannon

Product led Radio advertising to bridge the gaps between our main TV bursts

Local radio advertising and editorial to promote the mortgage events

Press to promote the Mobile Mortgage Managers and the cashback offer



THE IDEA AND COMMUNICATIONS ACTIVITY

MEDIA TO REASURE: Journey steps 6-8 (Media Spend €0.7m (20%))

- ▶ Heavy large format, transport and commuter outdoor targeting homebuyers. Areas to focus were identified using the banks data plus hotspots found by monitoring property portals
- ▶ Consistent presence in press and online display to reassure those people who were in market that Bank of Ireland was the best option on both value and service
- ▶ Built pools of audiences based on their online behaviours and remarketed with product ads

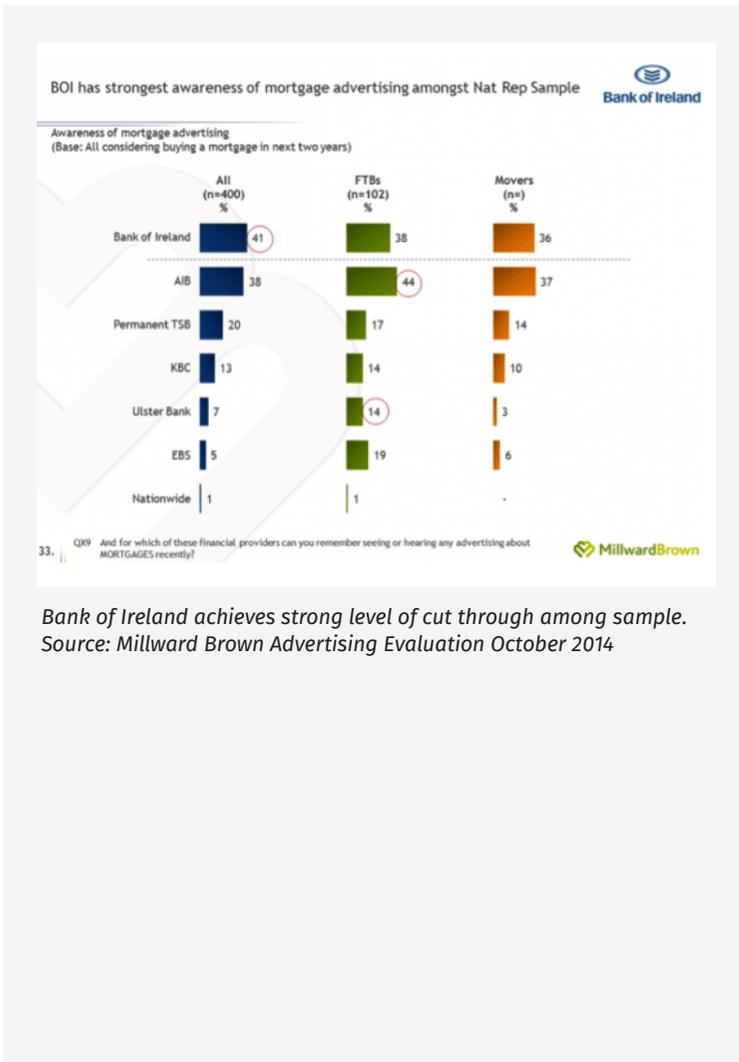
Facebook, Twitter, LinkedIn and YouTube promoting product features, events and to share the content created by Dermot Bannon.

MEDIA FOR CLOSING: Journey steps 2-8. (Media spend €1.0m (28.5%))

- ▶ Extensive demand generation activity utilising Google, Bing and Yahoo Search and programmatic display advertising to reach out to people at all stages on their home buying journey
- ▶ Tenancies with the property portals to drive qualified traffic to BOI.com
- ▶ Remarketing to people abandoning applications with an invitation to switch to the call centre route

Channels summary

At every important point along the home buying journey we were present with media that helped people navigate their home purchase. We maintained a leading share of voice in the market. We monitored daily call centre numbers and website analytics to optimise media placement.



Bank of Ireland achieves strong level of cut through among sample.
Source: Millward Brown Advertising Evaluation October 2014

RESULTS

What happened?

Over 18 months, this campaign achieved objectives set.

By asserting a fresh, honest and empathetic presence in the market it maintained a large share of market for Bank of Ireland, which as time would reveal translated into a level of new applications not seen since before the recession. The business results are comemrically sensitive and thus have been excluded from this copy of the case.

The audience was aware of the campaign and brand offer. Despite an increase in competitive activity and a far more noisy market, which saw adspend up by 127% between 2013 and 2014, and up again by 30% to €10,147,516 in 2015 the new positioning around A Bank for Ireland gained traction with our audience.

Awareness tracking through Millward Brown, half way through our campaign period demonstrated how Bank of Ireland's advertising awareness levels were highest among all providers, across the full market. A position which reflected the strong mental availability we sought.

RESULTS

Because of the compelling nature of the offer it gained attention. The same research revealed how awareness was achieved, through cut through, which reflects the properties of the campaign, its look and feel, tone and content. Here we saw our first instalment achieve a recognition and recall level ahead of the norm, again among a nationally representative sample

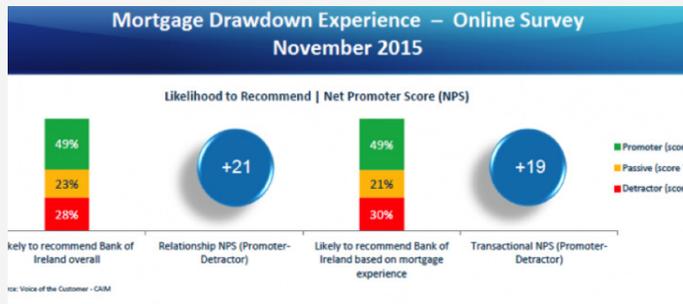
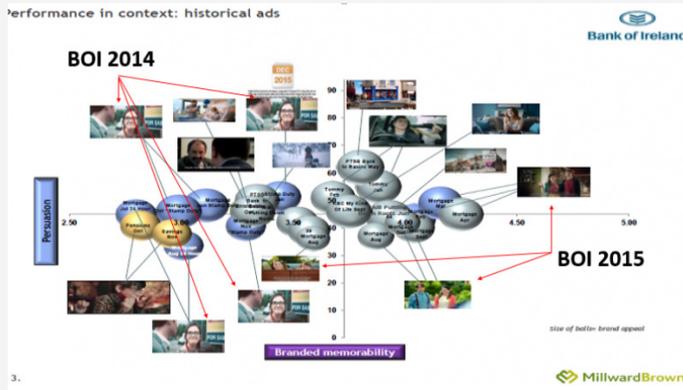


...as well as a strong recall among mortgage considerers within that sample.



Bank of Ireland achieves strong level of cut through among sample. Source: Millward Brown Advertising Evaluation October 2014

And the campaign was persuasive, translating awareness and cut through into consideration. These figures indicate in particular success in attaining 'First Choice' and 'Seriously Consider' status among mortgage consideration, vs Bank of Ireland benchmark and gaining space against key competitors. Wave four of the research below indicated a market leading position on these two scores combined, of 59%.



Net Interest Income to BOI

Loan Amount (€):

Nominal Interest Rate: %

Repayment Term: years

Total Interest: **€52,259.00**

RESULTS

The chart opposite illustrates the clear evolution of the advertising which was sharpened to become increasingly persuasive and overtook all competitor advertising by mid 2015.

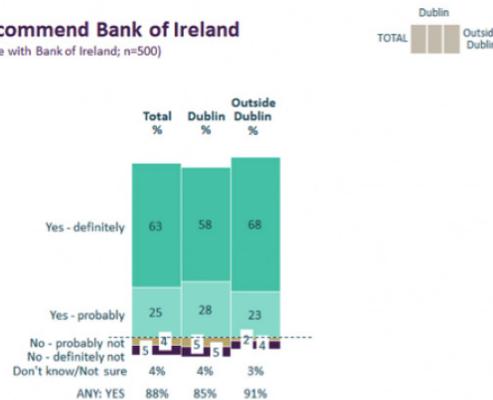
Over the period of the campaign the bank also experienced gains in NPS among mortgage customers as measured by Bank of Ireland in November 2015.

Bank of Ireland's return on marketing investment is clearly evident.

- ▶ Between January 2014 and June 2015 (18 Months) Bank of Ireland Invested €3.5m in advertising mortgage products (securing 28% SOV) plus an additional €1.5k was spent on events, advertising production and agency fees, totalling €5m
- ▶ Commerically sensitive business results removed
- ▶ According to the Banking and Payments Federation of Ireland's quarterly market update for 2015, across the 18 month period €7.3Bn was lent by Irish banks for residential mortgages of which Bank of Ireland secured €2.1Bn in Mortgage lending
- ▶ To measure the typical lifetime value to the bank of these mortgages, we can calculate as follows;
 - I. The market average mortgage value over the 18 month period the BPFi quote this as €178,000 (€7.3Bn/41,154 loans).
 - II. The average duration of an Irish mortgage is a term of 25 years
 - III. Bank of Ireland's average net interest margin over 2014 & 2015 as quoted in the yearend financial reports is 2.15%
- ▶ Thus the average €178k mortgage value, at the current net interest rate earned by the Bank yields net interest income of €52k over 25 years, but with the prevalence of switching we might instead conservatively assume a mortgage lifetime with a Bank of 5 years.
- ▶ Commerically sensitive business results removed
- ▶ This represents a ROMI of 24.6:1 or €24.60 for every €1.00 invested

Likelihood To Recommend Bank of Ireland

(Base: All Approved Mortgage with Bank of Ireland; n=500)



Likelihood to recommend Bank of Ireland is very high at 9 in 10 applicants, slightly higher among those outside Dublin who had a consistently even more positive experience.

REDC

(0.26)

Source: RedC Mortgages Pipeline Research Oct'14

IMPACT ON BEHAVIOURAL ACTIVITY AND PAYBACK

The ambition for this campaign was to claim a strong, market leading share for the Bank in the rapidly growing market.

In order to achieve this the campaign had to overcome a strong level of cynicism and mistrust among Irish people towards the entire sector, and all banks. As one of the market leaders, the brand would hold a disproportionate level of responsibility towards addressing that mistrust.

Millward Brown's Brand Z^[1] brand equity tracking study, for the Bank of Ireland, showed how the brand, in common with its competitors was failing to make a real connection with its consumers. This campaign sought to forge that connection in order to overcome negative attitudes and cynicism.

We have referred to the extreme low level of trust in banks among Irish people, as measured by Edelman prior to the period of this campaign, at 11%. Looking again to Edelman's 2015 Trust Barometer, we see trust levels, while still relatively low, had improved by end 2015 to 15% - a 25% improvement.

Bank of Ireland's own brand image tracking, referred to previously, revealed an impact in terms of consideration for the Bank as first choice, or 'one I'd seriously consider' as mortgage partner.

Evidence of an attitudinal shift achieved by the campaign can also be seen in its net promoter score, as measured by Red C research in late 2014. Red C's own analysis was that the likelihood to recommend Bank of Ireland was 'very high' at 9 in 10 applicants. We see this as evidence of positive attitudes achieved following the service encounter.

[1] Millward Brown, Brand Z Brand Equity tracking 2012

SUMMARY

This campaign clearly demonstrates that marketing communications when crafted informed by research and consumer insights can drive business results. At every important point along the home buying journey Bank of Ireland were present with useful communications reaching out to those in market. We created content that helped them navigate their way to a successful home purchase. We maintained a leading share of voice in the market at all key times while monitoring competitor activity in terms of investment and messaging on an almost daily basis. We used research from Millward Browne and RedC to understand how consumers were reacting to our advertising and evolved our advertising strategy and refined our media placement over time.

Finally, in the words of the Group Chief Executive, Richie Boucher, the impact on attitude translated into behaviour, and most importantly business results thus^[1]:

“In 2014 our mortgage business provided one out of every three mortgages in Ireland. Our new mortgage lending levels were up over 40% compared to 2013.”

And again in 2015

“In 2015 our new mortgage lending levels were up 12% compared to last year, to €1.4billion. Our market share of new mortgages was 31% in H2 2015, up from 26% in H1.”

That level of growth, and market leading performance, in the context of a hot market of highly competitive product offerings, was indeed noteworthy. Attitudes are beliefs which are deeply held, and notoriously difficult to shift. The ‘System II’ thinking exemplified by this campaign which offered a clear emotional connection to consumers, by appealing to them and recognising this important life stage worked to break through attitudes hardened in recession and offer a new position for Bank of Ireland as mortgage provider of choice.

[1] Bank of Ireland Annual reports 2014 and 2015

MEDIA GALLERY

CREATIVE

